

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Questions and Answers on Secretarial Job Enrichment

FROM:

O/DDA

EXTENSION

NO.

DATE

10 September 1986

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Office of Communications  
Attn: Becky2. Office of Finance  
Attn: Joan  
1212 Key3. Office of Information Services  
Attn: Terline  
1205 Ames4. Office of Information Technology  
Attn: Nancy  
2D00 Hqs5. Office of Logistics  
Attn: Marie6. Office of Medical Services  
Attn: Pat  
1D4061 Hqs7. Office of Personnel  
Attn: Sandv8. Office of Security  
Attn:9. Office of Training and Education  
Attn: Martha  
1026 CoC10. SSA/DDA  
Attn: Barbara11. CMS/DDA  
Attn: Fran12. MS/DDA  
Attn: Pat

13.

14.

15.

TO ALL:

I received the attached on 9 September, although late, I thought you may want to look over for information and possibly make further distribution.

*Copies sent to all  
OIT Secretaries  
on 9/11/86.*

## ROUTING AND RECORD SHEET

SUBJECT: TO: [REDACTED]

? &amp; Ans on Secretarial Job Enrichment

FROM: [REDACTED]

EXTENSION

MO.

DATE

5 Sept 86

TO (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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1. Directorate  
Senior Personnel Officers

Please find attached Q&A's on the secretarial job enrichment exercise and how PMCD will be working with each Directorate to review IS-3's and IS-4's.

Sorry this is late in coming, however, I hope the information will be useful. Please distribute to all your secretaries and managers as an addendum to the other materials you have already disseminated.

If you have further questions and/or concerns please call me or Jeff Williams.

Carol

SECRETARIAL JOB ENRICHMENT  
& ESTABLISHING POSITIONS AT  
THE IS-03 AND IS-04 LEVELS

QUESTIONS & ANSWERS

1. Q. I understand that, by 2 September 1986, position descriptions for IS-03 and IS-04 secretarial jobs must be submitted to the Office of Personnel. Can we continue to submit the Directorate requests after that date?

A. Yes. The 2 September date is not a final deadline but rather a target date so that Personnel can begin reviewing Directorate requests in time to convert the positions to IS-03 or IS-04 during October 1986. Position descriptions will be reviewed in the order they are received from the Directorates. As additional secretarial positions are redesigned, new position descriptions should be submitted to document job enrichment.

2. Q. What percentages are we aiming for by 2 September, the 10/20 percent first year, or the 20/30 percent fourth year allotment for IS-04/IS-03 positions?

A. By 2 September the Directorates will determine which positions will be allocated at IS-04 against the 10 percent ceiling constraint and which will be IS-03 against the 20 percent ceiling constraint. However, it is not too soon to be looking down the road to tentatively identify the positions which will be allocated within the second, third, and fourth year position ceiling constraints. If more than 30 percent of the secretarial positions at the IS-03 and IS-04 levels can be identified and prioritized at this time, we will know the order in which to implement the additional position upgrades.

3. Q. Should position descriptions also be written for part-time positions?

A. Yes. Personnel recommends that position descriptions be written for part-time work which is regular and recurring. A separate 5 percent ceiling constraint has been established for the combined IS-03 and IS-04 part-time secretarial positions in a Directorate and part-time secretaries must meet the same promotion criteria as full-time secretaries. Identifying the level of work for part-timers is as important for their career advancement as it is for the full-time secretary.

4. Q. What happens if PMCD reviews a position that has been requested at the IS-03 or IS-04 level and finds lower level work?

A. Initially, positions forwarded by the various career services for placement at either the IS-03 or IS-04 level will be placed on the staffing complement at the IS-03 level. PMCD will then begin to review all requested IS-04 positions and do a random sample of the IS-03 positions. If the position is found at the IS-04 level, the IS-03 on the staffing complement will be converted to an IS-04 position. If found at the IS-03 level, it will remain as is.

If PMCD determines that the position is at a lower level than requested, the job evaluation reasoning will be provided to the manager and secretary concerned through a scheduled feedback session. Additionally, PMCD will attempt to identify areas in which job enrichment can take place and what needs to be done to enhance the position. A "contract" will be established between PMCD and the Component which will include a time period during which the identified job enrichment elements will be incorporated into the job. During this period, the position will be annotated with the footnote, "Pending Grade Review" (PG). If, by the end of this period, job enrichment efforts are unsuccessful in enhancing the position, Personnel will advise the career service concerned. The career service then will have to decide whether to continue the enrichment efforts or to identify another position for upgrading to replace the position in question.

5. Q. As a manager, I want the position to be stronger, but frankly, what do I do when the incumbent does not have the capabilities to be IS-03?

A. Most secretaries are fully capable of performing at higher levels, some are not. However, until there is an established "contract" between manager and secretary which defines what the position requires at the IS-03 or IS-04 level, the perception of a weak incumbent might very well be the employee's role ambiguity. One method to determine the future capabilities of the incumbent is for the manager to work closely with the secretary in writing the position description. The manager must clearly articulate the duties and responsibilities to be performed in the job and how the performance will be evaluated in the performance appraisal report. This method of identifying the work will help define what career development (on-the-job, OTE, or external training) the secretary needs to become proficient and fulfill job expectations.

6. Q. As a secretary, I want more challenging work, but frankly, my manager doesn't seem to care or have the time. How can job enrichment work for me?

A. Certainly the success of secretarial job enrichment must come from open communication between secretary and manager. However, this may mean that the first step must be taken by the secretary. For example, the secretary could take the initiative to write a draft position description including those job responsibilities that are not currently in the position and make an appointment with the supervisor to discuss the position description. Personnel has distributed quite a bit of literature on secretarial job enrichment which can obtain from your Personnel Officer to help you write the position description.

It is important to emphasize that the secretarial job enrichment program also helps management. It provides an opportunity to delegate some of the administrative duties currently in the supervisor's job to the secretary, thus freeing the manager's time for other work.

7. Q. How do I write a position description to build a position which is an IS-02 to an IS-03 or IS-04?

A. PMCD has distributed to the Personnel Officers the following literature for your use in writing position descriptions:

- 1) Secretarial Handbook, Appendix A, pages 19-39
- 2) How to Write Secretarial Position Description
- 3) Generic Secretarial Descriptions for IS-01 - IS-04
- 4) Nine PMCD job enrichment evaluations for IS-03 and IS-04 positions across the Agency (Directorate Demos)

Provide as many explicit examples of the work as possible which can support the list of primary and secondary secretarial duties. A simple regurgitation will not capture the responsibilities which have been built into the secretarial position as a part of the job enrichment process.

8. Q. What general factors differentiate an IS-02 position from an IS-03 and an IS-03 position from an IS-04?

A. In the jobs PMCD has reviewed thus far which have become the "Directorate Demos," the following job elements seem to differentiate the levels:

- 1) Level of knowledge: What knowledge does the secretary apply to perform the work?
- 2) Level of Independence: Does the position require a high level of independent decision-making in areas that do not have clear procedures and policies or is the work carried out routinely with written guidelines provided? What authorities have been delegated by the supervisor to act in the supervisor's stead?
- 3) Level of office management: Does the secretary manage the work flow of the immediate office or does the office work flow involve knowledge and control of processes outside the office, Directorate, Agency? What "networking" does the secretary do to meet the mission and functions of the office?
- 4) Level of research/information management responsibility: To what degree does the secretary independently research information management systems, collate data, and make preliminary decisions about the data?
- 5) Level of supervisory responsibility: To what degree does the secretary supervise and guide the work of others?

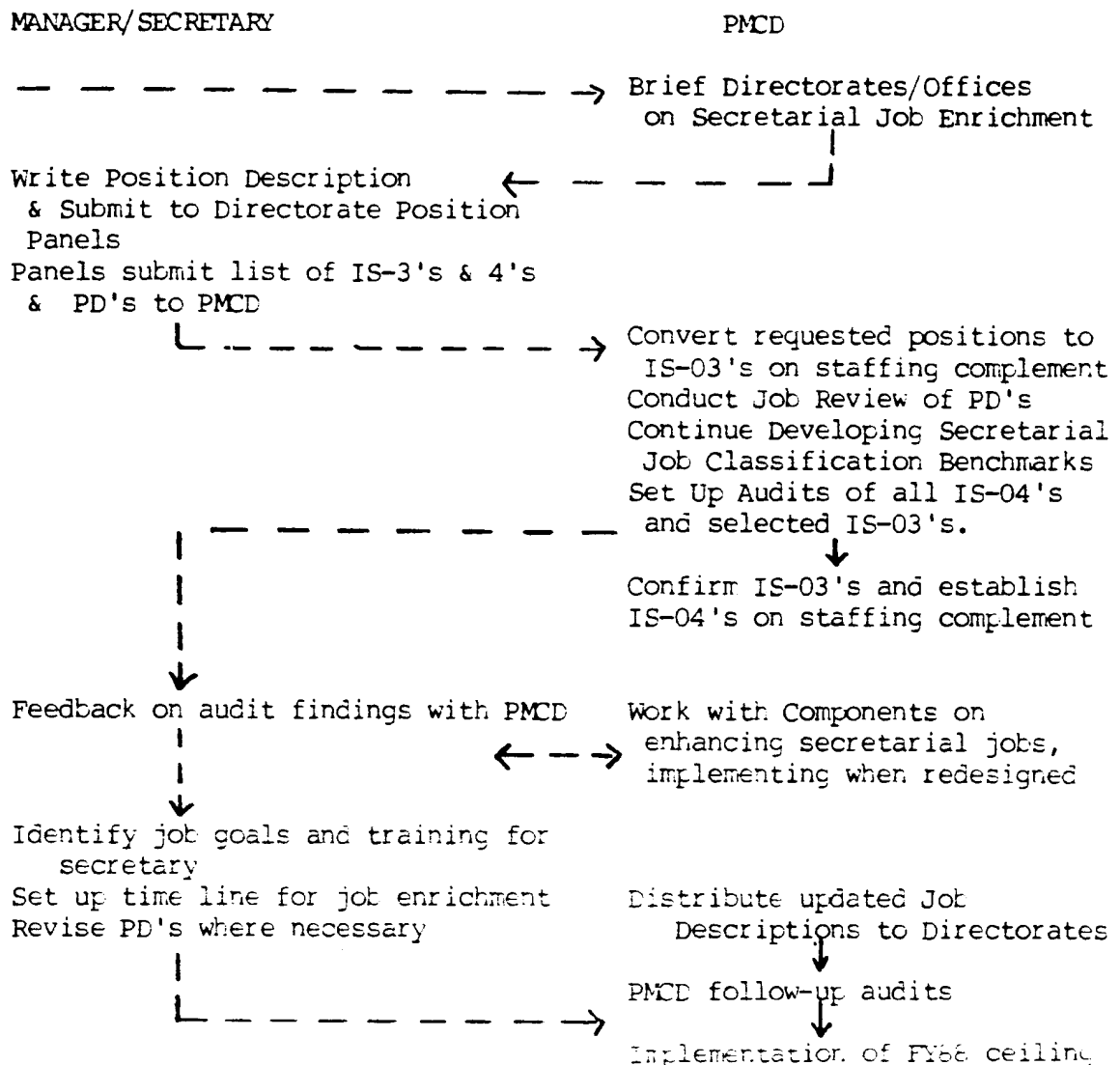
6) The overall level of complexity of the job: What are the skills and experience necessary to perform the work? Is the work one-dimensional or multi-dimensional? Involve contact outside the Agency, outside the immediate office, tasking of others in other Directorates?

9. Q. This sounds like the Factor Evaluation System. Should I write the position description in the Factor Evaluation System format?

A. Do not write the secretarial position description in Factor Evaluation System format. All jobs have similar job elements no matter what job classification method is used to determine the level of work. We have provided an easier format in which to write the position descriptions so more time and effort can be devoted to identifying specific duties and responsibilities which can enhance the secretarial position.

10. Q. Can you summarize the job enrichment program's division of labor between PMCD and the manager/secretary?

A. We envision our mutual commitment to the job enrichment program to flow as shown below:



11. Q. Who can I contact for additional information and assistance?

A. You can contact your Component Personnel Officers who have been briefed on the new Secretarial Career System and the Job Enrichment Program. They can provide you with the job enrichment literature defined in Question 7 as well as answer particular questions you may have. For further guidance during the position description review and job enrichment exercise, PMCD will be working closely with you. The Job Enrichment Specialists in PMCD can be reached on extension

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